

12 April 1984

Second Quarter - Quarterly Report

Improve the Retention Rate for Employees

STAT

FY 1984 - 5

OP/HRPS
OP/CAD

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1. Activity This Period:

HRPS has produced a formal review covering Agency attrition for the past five years. This review contains statistics and color graphics and covers directorates and Career Services by subcategory.

Initial statistics have been compiled to begin analysis on separation reasons and trends. This analysis will be aimed at occupation groups, directorates, length of service, and age.

2. Problems:

Our major problems, to date, have been the long delay in getting the initial data dump from the database and other priority projects.

3. Status:

Proceeding approximately four weeks behind initial plan.

4. Plans for Next Period:

Complete in-depth analysis on separation reasons and trends and recognize major attrition targets.

OBJECTIVE NO. FY 1984 - 5	OFFICE OP/HRPS & OP/CAD	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD			STATUS					
				WKYR	DOLLARS	OCT - DEC	JAN - MAR	APR - JUN	JUL - SEP	+	=	<		
OBJECTIVE Improve the quality of life for employees. E. Improve retention rate for employees.														
						+ EXCEEDING PLAN								
						= MEETING PLAN								
						< BEHIND PLAN								
ACTION PLAN (Milestones)			COMPLETION MONTH: SCHEDULED O; ACTUAL X											
			OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
*Develop data on attrition rates: °By organization, to component level °By SD, to panel level °By subcategory (by ORG and by SD) °Resolve data discrepancies					OX OX OX	OX								
*Develop data on the causes of attrition: °By organization °By SD °By subcategory °By occupation °By service °By age °By exit interviews °By contact with component & Career Service representatives						OX OX OX	0..0 0..0 0..0							0 0
*Prepare a strategic plan to reduce attrition: °Size major attrition targets °Develop attrition reduction alternatives °Assess value of exit interviews °Employee counselling °Assess value of vacancy notices in relation to true separations °Determine desirability of reactivating the employee available for reassignment program for employees contemplating resignation °Compare Agency and private sector benefits °Recommendations to management for improving the retention of employees								0 0 0..0	0 0		0 0	0		0 0

Second Quarter - Quarterly Report

Time-In-Grade Consistency

STAT

FY 1984 - 6

OP/HRPS
OP/ID

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1. Activity This Period:

Statistics which provide information on directorate time-in-grade experience have been reviewed and several inconsistencies and patterns noted. A survey of directorate personnel officers has been taken to document policies and rationales for these inconsistencies. All tabular data and graphic illustrations have been prepared and recommendations formulated for policy changes.

2. Problems:

None encountered to date and none anticipated.

3. Status:

A final report with recommendations is being reviewed in PA&E and should be released shortly.

OBJECTIVE AND ACTION PLAN

OBJECTIVE NO. FY 1984 - 6	OFFICE DP/HRPS & ID	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE		PERIOD		STATUS	
OBJECTIVE Establish consistency in application of Agency personnel matters. B. Review time-in-grade policies and practices.			WKYR	DOLLARS	OCT - DEC	+	=	STAT	
					JAN - MAR				
					APR - JUN				
					JUL - SEP				
					+ EXCEEDING PLAN				
					= MEETING PLAN				
					< BEHIND PLAN				

ACTION PLAN (Milestones)	COMPLETION MONTH: SCHEDULED O: ACTUAL X											
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
°Develop statistics showing component time-in-grade experience for FY 1983. °By sex, by grade, by subcategory, by SD						OX						
°Survey Directorate Personnel Officers to determine the component minimum, and working, time-in-grade guidelines.						OX						
°Identify areas of differences in policies or experience or both.							OX					
°Prepare a proposal which provides recommendations for explaining or resolving component time-in-grade variations.								OX				

30 MAR 84
IDU

12 April 1984

Second Quarter - Quarterly Report

Improve the Retention Rate for Employees

FY 1984 - 5

OP/HRPS
OP/CAD/PB

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STAT

1. Activity This Period:

HRPS has produced a formal review covering Agency attrition for the past five years. This review contains statistics and color graphics and covers directorates and Career Services by subcategory.

Initial statistics have been compiled to begin analysis on separation reasons and trends. This analysis will be aimed at occupation groups, directorates, length of service, and age.

Placement Branch has begun conducting pre-resignation interviews to determine reasons for employees decision to resign.

Employee counseling and re-assignment assistance program has begun.

Administration of vacancy notice system has been taken over by Placement Branch.

2. Problems:

HRPS: Our major problems, to date, have been the long delay in getting the initial data dump from the database and other priority projects.

OP/PB: Critical shortage of staff officers in Placement Branch. Currently, there is one full-time staff officer, one full-time secretary (who arrived in April) and one independent contractor. Chief, Placement Branch has been named but will not be available until at least the end of May.

The notice concerning the pre-resignation interview program was not published until late March. It was described as a voluntary

program and we have been experiencing some reluctance on the part of the employees to come all the way to for a voluntary program.

STAT

We are attempting to identify trends in the statistical data and we have some very preliminary conclusions. However, our database is much too small at this point to make any real judgements.

3. Status:

HRPS: Proceeding approximately four weeks behind initial plan.

OP/PB: Should meet the third quarter objective as scheduled, assuming that appropriate staffing is available.

4. Plans for Next Period:

HRPS: Complete in-depth analysis on separation reasons and trends and recognize major attrition targets.

OP/PB: Continue to establish its database and determine if any trends are apparent.

Consider whether to continue with interviews on a voluntary basis.

STAT

OBJECTIVE NO.	OFFICE	RESPONSIBLE OFFICER	FY	FY RESOURCE ESTIMATE <td colspan="3">STATUS</td>		STATUS		
FY 1984 - 5	OP/Placement Br.	[REDACTED]		WKYR	DOLLARS	PERIOD	+	= <
OBJECTIVE	OP/HRPS					OCT • DEC		
Improve the quality of life for employee						JAN • MAR	X	
E. Improve retention rate for employees.						APR • JUN		
						JUL • SEP		
						+ EXCEEDING PLAN		
						= MEETING PLAN		
						< BEHIND PLAN		

ACTION PLAN (Milestones)	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
*Develop data on attrition rates:				0X								
°By organization, to component level			0X									
°By SD, to panel level			0X									
°By subcategory (by ORG and by SD)			0X									
°Resolve data discrepancies				0X								
*Develop data on the causes of attrition:						0X						
°By organization					0X							
°By SD					0X							
°By subcategory					0X							
°By occupation						0X						
°By service						0X						
°By age						0X						
°By exit interviews												0
°By contact with component & Career Service representatives												0
*Prepare a strategic plan to reduce attrition:								0				
°Size major attrition targets							0					
°Develop attrition reduction alternatives							0					
°Assess value of exit interviews												
°Employee counselling						0X			0			0
°Assess value of vacancy notices in relation to true separations									0			0
°Determine desirability of reactivating the employee available for reassignment program for employees contemplating resignation										0		
°Compare Agency and private sector benefits												-0-
°Recommendations to management for improving the retention of employees												0

Approved For Release 2005/08/03 : CIA-RDP86-00024R000100010008-1

RESIGNATIONS

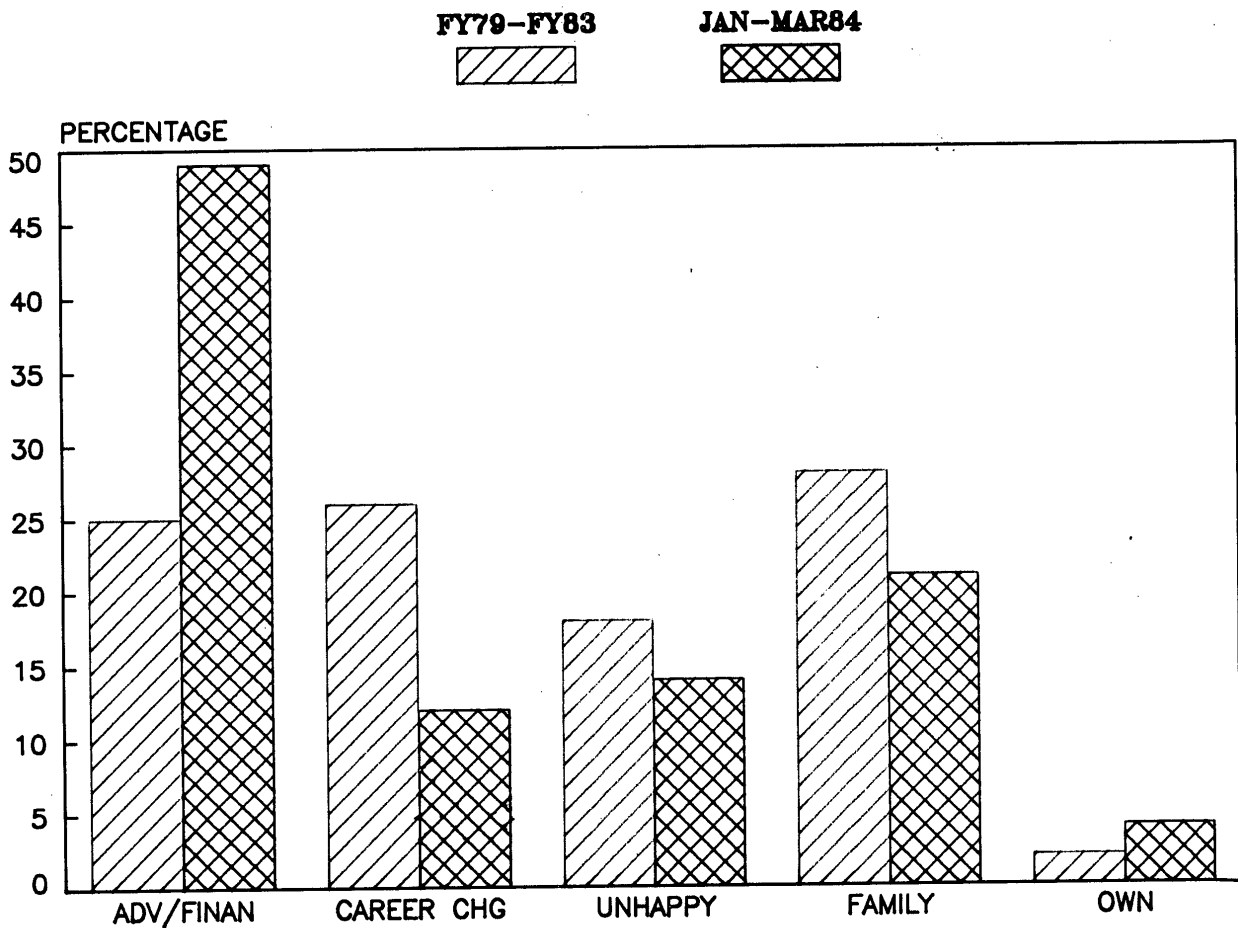
MONITORED

- 1. ADVANCEMENT/FINANCIAL
- ✓ 2. CAREER CHANGE
- 3. UNHAPPY
- ✓ 4. FAMILY
- 5. OWN BUSINESS

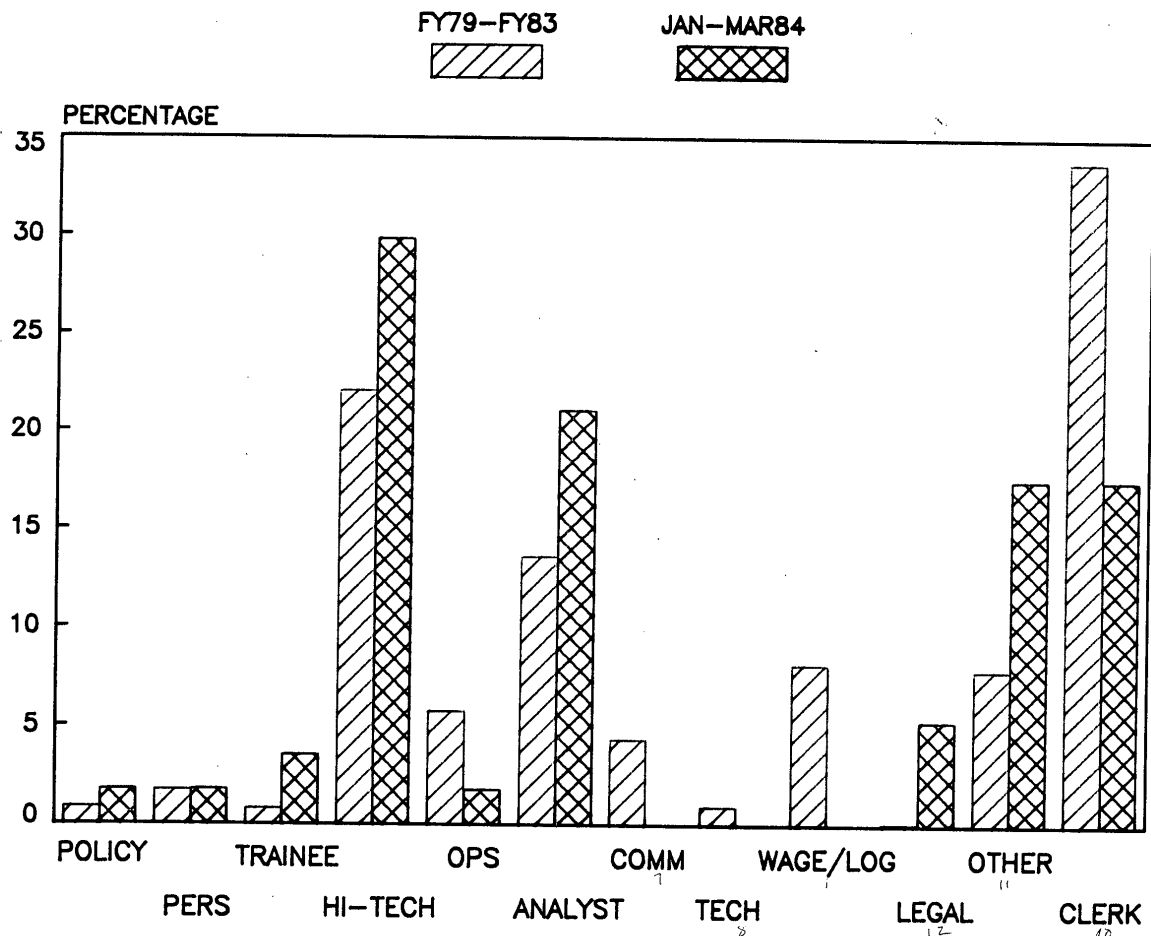
NOT MONITORED

- 6. TERMINATIONS
- 7. COMPLETED TOUR
- 8. RETIREMENT
- 9. DEATH
- 10. UNKNOWN

REASONS FOR RESIGNATION



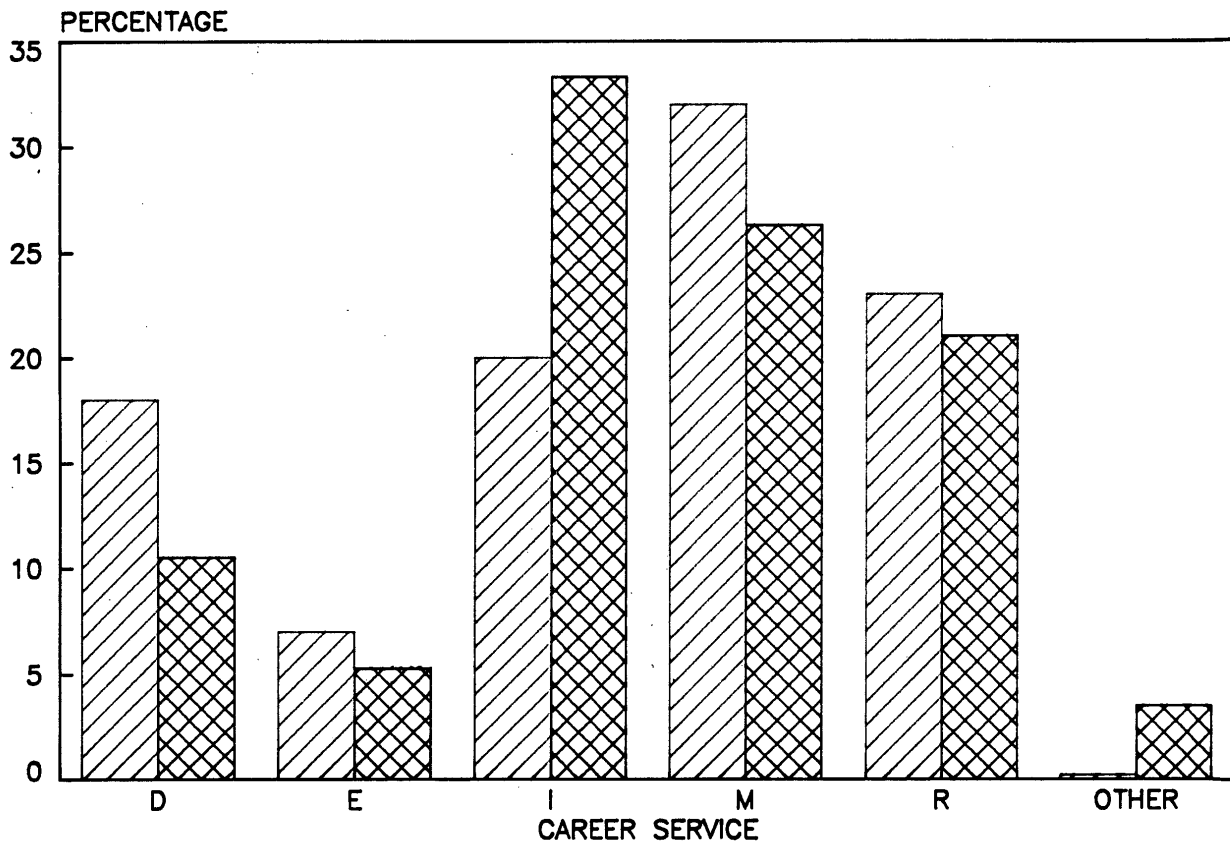
RESIGNATIONS BY OCCUPATIONAL GROUPS



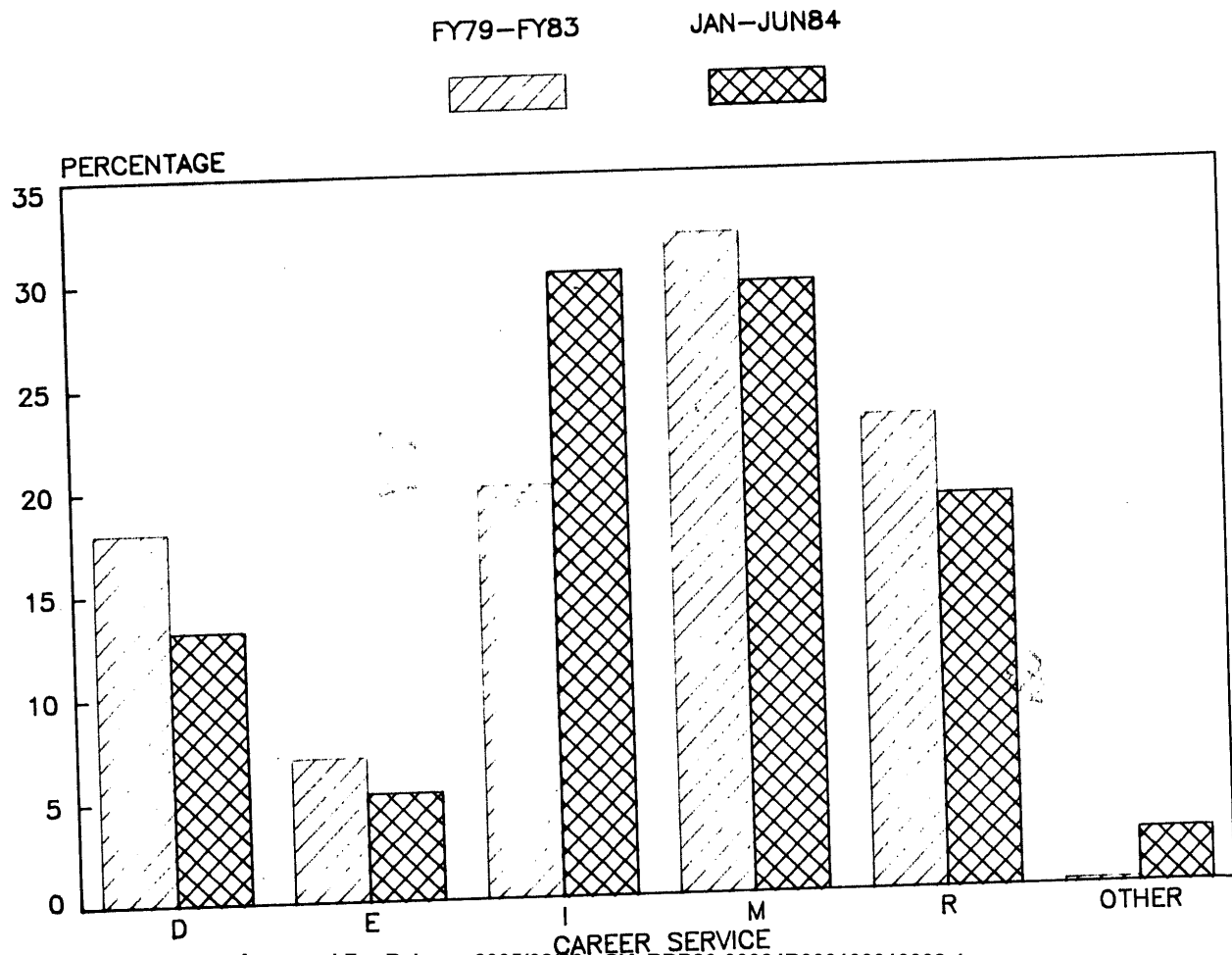
RESIGNATIONS BY CAREER SERVICE

FY79-FY83

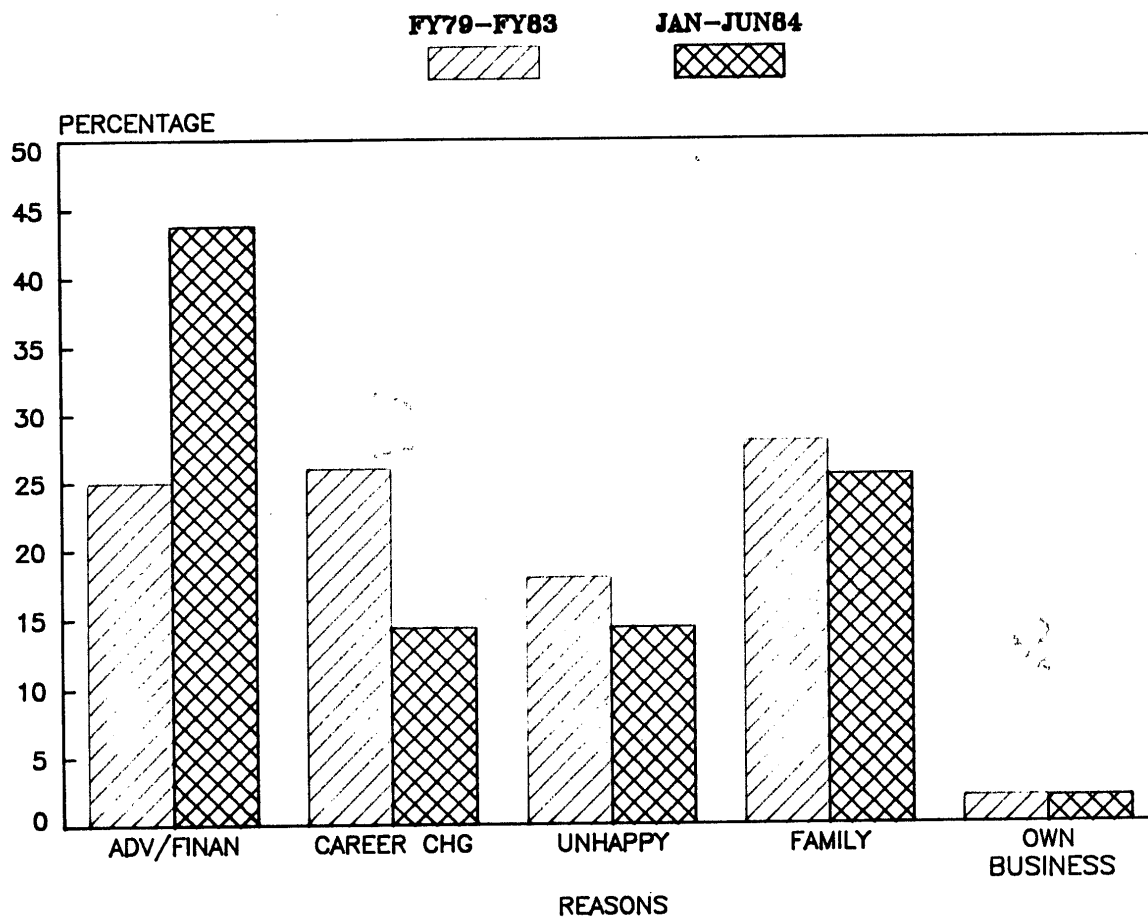
JAN-MAR84



RESIGNATIONS BY CAREER SERVICE



REASONS FOR RESIGNATION



RESIGNATIONS BY OCCUPATIONAL GROUPS

